

**STRATEGIC POSITIONING AND COMPETITIVE ADVANTAGE
AT G4S KENYA**

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DECLARATION

Declaration by the Student

I declare that this research project is my original work and has not been submitted for an award of a degree in any other University for examination purposes.

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This research project has been submitted for examination with my approval as University Supervisor

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DEDICATION

I dedicate this research project to my parents Leonard Simiyu and Dyphina Nabwile your encouragement, love and sacrifice made it possible for me to hope for tomorrow. To Hon, Dr. Enoch Kibunguchy; I say thank you for being my mentor, teaching me to believe in myself, in God and my dreams and for the immense financial support during my school program; to my children for their encouragement and unfailing love. And above all, to God the Almighty, for he is my foundation, my source of inspiration, wisdom, understanding, and power in this program.

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ABBREVIATIONS AND ACRONYMS

CBV	-	Capabilities Based View
MBV	-	Market Based View
NACOSTI	-	National Commission of Science, Technology and Innovation
RBV	-	Resource Based View
NBK	-	National Bank of Kenya
SME	-	Small to Medium Enterprises
QMPs	-	Quality Management Principles

OPERATIONAL DEFINITION OF TERMS

Continuous Improvement:	Refers to strategic activities by a firm which seek to enhance its operations and achieve higher productivity and profits
Leadership:	This is the act of motivating workers towards the achievement of the goals and objectives of the firm
Strategic Asset:	This refers to assets required by a firm for purposes of maintaining its future outcomes. These include, financial resources and human resources
Strategy Positioning:	This refers to the way and manner by which a firm distinguishes itself in the market while creating value different from other competitors
Product Differentiation	This is a process which seeks to identify and communicate the unique qualities and features of a brand in comparison with that of competitors
Competitive Advantage	Refers to the ability of a firm to achieve higher performance than that of the average performance of the industry

ABSTRACT

Over the years, achievement of a better performance by a firm has been primarily entrenched in gaining competitive position over the average players of the industry. More attention is being directed to how to create and retain a competitive advantage in the face of intensifying rivalry. Competitive advantage results in improvement in performance through increased customer loyalty; superior customer satisfaction; enhanced financial performance and larger market share. Based on this, firms have more and more been working towards positioning themselves strategically in the industries that they operate in in an aim to gain competitive advantage over their rivals. Based on this, various organisations have sought to position themselves strategically to improve their competitive advantage. However, despite employing several strategic changes to sustain a competitive edge, firms in the security industry are still grappling with cut-throat competition pressures from new entrants. G4S being one of the oldest subsidiary security companies in Kenya is no exception to the increasing rivalry from established and new competitors in the industry. The company continues to face fierce rivalry from other security firms aggravated by entry of other competing providers for the same services, especially the smaller local and regional companies. A combination of a dearth in local empirical studies on the influence of strategic positioning on competitive advantage and mixed results from the studies provided the impetus to carry out this study to establish the effect of strategic positioning on competitive advantage at G4S, Kenya. The specific research objectives were; to examine the effect of continuous improvement, strategic leadership, strategic assets and product differentiation on competitive advantage at G4S, Kenya. The study was anchored on competitive advantage theory, resource-based view theory, market-based view theory and capability-based view theory. The study used descriptive research design and the target population comprised of the five hundred and forty management staff working at G4s in Nairobi Kenya. The study purposively focused on G4S whereby stratified random sampling was used to select the sample subgroups. Simple random sampling was then used for each stratum to pick a sample size of one hundred and sixty-two respondents. The study used primary data which was collected using research questionnaires. Descriptive statistics and inferential statistics methods were used in data processing and analysis. Ethical standards and principles were observed in this research. The study results were presented using charts and tables. The conclusions from the findings indicate that employing continuous improvement has a favorable and significant impact on competitive advantage in G4S, employing strategic leadership has positive and significant influence on competitive advantage in G4S, employing strategic assets has positive and significant influence on competitive advantage in G4S, employing product differentiation has positive and significant influence on competitive advantage in G4S. The study recommended G4S to consider enhancing strategic leadership in key positions in the range of managers to the top leaders in order to make them aware of their roles in promoting and sustaining competitive advantage over the long term.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, organizations nowadays function in legitimately competitive environment which makes it necessary for them to put in place strategies that improve their competitiveness (Kahiga, 2017). An organization's competitive advantage is its ability to occupy a greater position in an industry and outdo its competitors on the primary performance goal-profitability (Arthur & Thompson 2007; Mutuku, Muathe & James, 2019). The superior competitive position of the company enables it to achieve a better performance than the average of the industry. As rivalry becomes more and more intense, more attention is paid to how to retain a competitive advantage.

A company is said to have a competitive advantage over its rivals when its profitability is greater than the average profitability and profit growth of other companies competing for the same collection of customers. What makes a competitive advantage sustainable are behavior and elements of the strategy that enable an attractive number of customers to have a long-term preference for the goods or services of a business compared to the services provided by rivals (Achieng' 2016).

According to Leonidou, Fotiadis, Christodoulides, Spyropoulou and Katsikeas (2015) competitive advantage results in performance that comprises: customer loyalty; superior

customer satisfaction; enhanced financial performance and market share. Hence, the aim of the competitive strategy is to outperform its rivals. The three commonly accepted ways to create competitive advantage are by differentiation, cost efficiency and focusing (Farhiya, 2015).

It is frequently witnessed that firms position themselves grounded on their advantages, or strength they have when they are likened to their competitors. Sustainable Competitive Advantage inhabits a significant role in the strategic positioning of an organization against their competitors. Dressland and Arellano (2010) indicated that competitive advantage is the protracted benefit in achieving distinctive value creating strategy which is not contemporarily being executed by a competitor, along with the inability to duplicate the strategy.

In order for Australian companies to gain competitive advantage, they are more and more working towards positioning themselves strategically in the industries that they operate in. In the competitive setting, organizations engage in different positioning strategies by involving in strategies that outdo competitors' barriers, competing successfully which would involve pre-empting rivals remaining unpredictable or by misleading them or by overcoming competitors' market-based moves (Bogers, Chesbrough, Heaton, & Teece, 2019). Barney (2008) supported this argument by encouraging organizations to evaluate their competitive advantage over other organizations in the market and accordingly applying positioning

strategy if they are not performing well. Accordingly, firms formulate their strategic position by finding the best defensive position against rivalry forces, by swaying the balance of the forces to enhance the company's position, and by selecting a strategy for competitive balance prior to opponents' movement.

In Malaysia, the success of cooperative organizations is critically dependent on their ability to sustain competitive advantage and achieve superior firm performance. According to Almarri and Gardiner (2014), resources deployed to create value for customers improve sustainable competitive advantage thus leading to superior performance. For cooperatives to remain competitive, they have to keep providing dynamic operations and deploying competitive advantage strategies in addition to upholding environmental sensitivity. Firms can generate superior performance by implementing effective and successful strategies derived from keen awareness and understanding of their key competitive advantage (Othman, Arshad, Aris, & Arif, 2018).

In Nigeria, majority of SMEs in manufacturing sector have adopted strategic orientation to enhance their competitive advantage (Monday, Akinola, Ologbenla & Aladeraji, 2015). Among the studies conducted in Kenya include Ngetich, Mburu, Mburu, Kimeu, Gaogallo, Njoroge and Njehu, (2015) who argue that competitive advantage of the company results from the efficiency and productivity and this was achieved through exploring new creative

ideas that may lead to changes in the market place, proper allocation of skills and practices, training and use of latest technology.

1.1.1 Strategic Positioning

Organization strategic positioning concerns the decision of the management to assess the role of its brand and corporate image on a given market, including the type of benefits to be highlighted and the type of segments to be targeted (Rupert, 2017). Positioning is therefore defined as a strategy for identifying and guiding resources among the intended market segments. Continuous improvement is a concept that permeates Japanese culture, which aims to continually enhance all factors relevant to the transformation process (converting inputs into outputs) (Ouakouak & Ouedraogo, 2013).

Strategic positioning requires a more multifaceted business operation, and managing this complexity increases running costs to the organisation, and in turn requires more sophisticated management techniques, tools and information (Nyawira, 2015). If not executed properly, one product alignment can cannibalize another in the marketplace, and introduction of a new product may not essentially lead to improvements on businesses return on capital Invested because it just siphons customers from other products by the same company (Isoherranen1 & Kess, 2011). Organizations use strategic positioning when they determinedly decide to grow their business into different market segments than where they are in currently. better scenario is when an organisation produces a distinct service or

product that is comprehensively preferred by all market segments without respect to price or place, so the company does not have to worry as much about strategic positioning (Giachetti & Marchi, 2010).

Strategic positioning is an executive practice in the business to improve an institutional level strategy that purposes to successfully differentiate the firms from competitors in the global market (Shaoming 2010). A global positioning strategy begins with the item that the corporation desires to position, in the awareness of the customer, relative its challengers. Worldwide positioning strategy is crucial given the account that it embraces enormously flexible customer accessibility (Tallman, 2001). Momaya (2013) posited that in china when a company goes in and operates in fresh marketplaces, competence formation takes place. A global positioning strategy is construed as a multidimensional premise through six key dimensions; global market sharing, focus of value-adding activities, product standardization, combined competitive transfers, even marketing platforms and harmonization of value-adding activities (Yidan, 2009).

In United States, strategic leadership is one indicator of strategic positioning and is construed as an inspiration process that has enabled the performance of the top management team in manufacturing companies to attain organisational objectives (Dedrick, Kraemer, Carmel & Dunkle (2010). It has been adopted to enable companies to navigate the strategy-making process most efficiently in order to build a competitive advantage. Strategic leadership is the

capacity to predict, envisage, sustain flexibility and motivate others to generate strategic change when required and therefore considered the essential need for a successful strategy. The tools that can have an impact on the success of the company are defined by the strategic leadership skills of the firm's manager. These tools must be built for the potential good of the organization (Dedrick *et al.*, 2010). Moreover, strategic orientation approach is taking the place of traditional approach to strategic management by spreading strategic thinking to the employees like a corporate culture.

The performance of high-technology firms in Europe depends on configurations, where firms with high levels of EO, MO, and LO outperform firms with other configurations (Deutscher, Zapkau, Schwens, Baum & Kabst (2016). In China, Luo, Sivakumar and Liu (2005) found that influence of market orientation on performance is stronger for firms undergoing globalization transformation in China. The results further show that market orientation strongly influences firm performance in China and that its impact on sales growth may be expanded when the firm aggressively seeks foreign markets and forms alliances with foreign businesses

Strategic assets of firms are vital ingredient for competitive advantage and in turn have enhanced performance of Pakistan textile industry (Shujaat, Naghavi & Mubarak, 2019). According to Njenga (2017), firm assets, as source of core capability differentials, are both tangible and intangible. Whereas competitive advantage is achieved by appealing to

customers in a targeted market, sustainable competitive advantage is the outcome of a unique capability differential due in large part to leveraging the intangible resources of leadership skills and reputational assets that are more difficult to substitute or imitate by competitors than tangible resources.

Product differentiation has been widely adopted by MSMEs in South Africa as a secret for gaining competitive edge (Chimucheka, 2013). The firms specifically focus on either cost leadership or differentiation to outperform their rivals. An enterprise that has effectively adopted either a differentiation strategy or a cost-management strategy is in a stronger position to achieve superior contemporary efficiency (Voortman & Makhitha, 2014). Although the differentiation strategy is based on product innovation or services that are considered to be distinct from rivals, cost leadership is mainly achieved by operational improvement and performance (Rupert, 2017).

A research by Kiragu (2015) on strategic leadership and sustainable competitive advantage of commercial banks in Kenya concluded that corporate should strengthen strategic leadership in key management positions in order to make them aware of their roles in improving and maintaining the long-term competitive advantage of banks. Core capacity differentials are dependent on leadership and properties. Leadership is a practical difference due to combined know-how and experience.

1.1.2 G4S Kenya Limited

G4S Kenya limited is part of international risk management and is an affiliate of G4S plc. Formerly known as G4S Security Services Kenya Limited, the company changed its name to G4S Kenya Limited in 2010 following its merger with Group 4 Security. The company's vision is to be the leading global integrated security company specializing in the provision of security solutions to customers while its mission is to create material, sustainable value for our customers and shareholders by being the supplier partner of choice in all our markets. This is done by offering cash, surveillance systems, distribution services and personalized security apparatus. Some of the core values of G4S include business activities and relationships based on trust, honesty and openness, working safety and taking great responsibility in protecting customers and colleagues from harm and investment in technology and best practice to continuously improve the products and services offered.

The organisational of G4S from the parent company features senior management comprising of a chairman, deputy chairman who is also the senior independent director, four non-executive directors, chief executive officer, chief financial officer and a company secretary. At the subsidiary level the company is run by a chief executive officer, chief financial officer, and chief operations officer, a human resource and a logistics manager (G4S website 2019). The organization has been established in the major metropolitan centers of Nairobi, Kisumu, Mombasa and Thika.

The company has accelerated its expansion to other major cities in Kenya, growing its presence to all counties. Currently, G4S Kenya is proud to be the leading provider of risk and security services in Kenya and the region. Other services offered by G4S include specialist services such as event management, asset monitoring and safe travel for corporate executives and other high net worth individuals, compliance and security audits, secure data and medical response, management solutions and fire detection. The company operates an integrated security sector in more than 90 countries around the world (Otieno & Maina, 2019).

1.2 Statement of the Problem

The number of security and logistics firms has increased rapidly in the recent past, this increase has resulted into intense competition and incumbent firms such as G4S are feeling the pressure and risk losing their market share to new entrants (Achieng' 2016). According to a study done by Osman (2017) G4S market share dropped from about 38.9 percent to current 34 percent in past three years while rival firms such BM security gained market from 18 percent to 24 percent which indicate intense competition in the sector.

The existing government guidelines has led to competition within security firms. There is currently a cut-throat market that has led to security firms to be shut down in Nairobi, and it is only by introducing sustainable strategies that the satisfactory performance of security firms can be assured (Njenga, 2017). G4S needs to position itself strategically in order to

respond to the rapidly evolving challenges and to sustain its position in a strong competitive service provider that threatens the achievement of its objectives.

Studies carried out in the past have shown that there is a positive relationship between strategic positioning and competitive advantage. Kanini (2016) conducted a study on the influence of positioning strategies on competitive advantage of the insurance firms in Kenya and found out that cost leadership strategy, product differentiation, product usage, positioning strategy based on competitors and company objectives positioning are the various strategies that they have adopted to sustain their company's competitiveness. The study recommended insurance firms to make use of the various positioning strategies to build a competitive advantage with the government playing an important role in the external environment of the insurance firms. However, the mostly focused on insurance industry whose strategic positioning strategies could have a different impact on competitive advantage compared to security industry and specifically at G4S.

Research by Farhiya (2015) on strategic positioning as a source of sustainable competitive advantage established that positioning strategies embraced by the organization provides a framework upon which to build and coordinate the realization of the NGOs mandate. The study recommended that to achieve success in strategic positioning, there is need for organizations to develop their ability to mobilize requisite resources to support its strategies as well as introduction new products and services to create a sense of value which guarantees

better performance. The study mostly focused on product and service differentiation while the current study combines different strategic positioning strategies and examines their influence on competitive advantage.

Kim, Song and Koo (2018) carried out a study on the effect of strategic positioning on performance of Airline industry in Korea. The conclusions from the study were that production and service cost advantage, price competitiveness, and operation cost advantage was a source of competitive advantage. Further, unique business processes, unique products and services, and unique technology were used to improve outcomes of Airlines. The above study mostly focuses on airline industry thereby isolating the security sector. The studies examined revealed conceptual and contextual gaps against which the researcher carried out a study to establish the effect of strategic positioning on competitive advantage at G4S Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The main objective of the study was to investigate the effect of strategic positioning on competitive advantage at G4S Kenya.

1.3.2 Specific Objectives

The following specific objectives guided the study.

- i. To examine the effect of continuous improvement on competitive advantage at G4S Kenya.

- ii. To establish the effect of strategic leadership on competitive advantage at G4S Kenya.
- iii. To assess the effect of strategic assets on competitive advantage at G4S Kenya.
- iv. To determine the effect of product differentiation on competitive advantage at G4S Kenya.

1.4 Research Questions

The study was based on the following questions:

- i. What is the effect of continuous improvement on competitive advantage at G4S Kenya?
- ii. How does strategic leadership affect competitive advantage at G4S Kenya?
- iii. To what extent does strategic assets affect competitive advantage at G4S Kenya?
- iv. What is the effect of product differentiation on competitive advantage at G4S Kenya?

1.5 Significance of the Study

Companies all over the world are experiencing changes in the operating environment brought about by advancement in technology and adoption of new policies. The management of these companies continuously seek new ways of conducting business to enhance their competitive advantages before they lose the battle to their competitors. The research is therefore of importance to the management of G4S Kenya and other firms in the security industry by providing them with more insight on strategic positioning and how it helps

achieve competitive advantage. The study findings are relevant to practitioners in logistics and security industry that seek to enhance their competitive advantage. The study is also important to organizations in other sectors seeking to improve organizational performance and competitive advantage through strategic change management practices as it is a source of information on strategic management in subsidiary companies.

Similarly, the Private Security Regulation Authority clearly benefits from the findings of this study as it seeks to formulate new policies and revise existing regulations and acts in the security industry. Firms, including those in the security industry often resort to unfair trading practices in order to maintain the market share and remain ahead of their competitors. However, this study brings out some of the fair and legal strategic positioning practices that firms can adopt to maintain their competitive advantages. This provides basis for policy formulation. Finally, this study contributes immensely to existing knowledge in the field of strategic management that future researchers, scholars and academicians should use as their reference point in further studies.

1.6 Scope of the Study

The research focused on strategic positioning and competitive advantage at the G4S Kenya. There are many strategic positioning strategies; however, this study specifically focused on continuous improvement, strategic leadership, strategic assets and product differentiation on competitive advantage at G4S Kenya. The data for this study was collected at G4S Kenya

using questionnaires which targeted top, middle and operations managers in the company. The study targeted management as they are involved in decision making processes of the company. The study was conducted in Nairobi since it is where the head office of G4S security firm is located. The study target population comprised of the five hundred and forty top, middle and operations managers working at G4s in Nairobi Kenya. Simple random sampling was used with a sample size of one hundred and sixty two respondents. The questionnaires were self-administered and collected in 2020/21 financial year.

1.7 Limitations to the Study

This study heavily relied on primary data collected from respondents and the authenticity of the data depended on mitigating various limitations attributable to use of primary data. Primary data for this study was limited to a specific time, place and number of participants unlike secondary data that can be obtained from a variety of sources. The study mitigated this limitation by applying scientific sampling techniques to select an appropriate sample to guarantee authenticity and generalizability of findings beyond the specific settings. The respondents of the study (managers) expressed concern that the information collected would be leaked to rival firms to gain competitive advantage. The study mitigated this limitation by declaring beforehand that all the ethical considerations for research would be observed and assuring them that the information would be kept confidential and only applied for academic purposes.

The study collected data from G4S even though there are other security and logistics firms in Kenya. The study may have further failed to reach all the respondents because of their busy schedule hence reducing the response rate. This limitation was mitigated by adopting drop and pick later methods in data collection and using emails with permission from the respondents where possible. The final limitation was on availability of adequate local literature that was to be used in building up the study. This was mitigated by using literature from other regions to help in developing the study.

1.8 Organization of the Study

Chapter one has set out the background of the study and the research problem, the objectives, research questions, the significance of the study and the scope and limitations of the study. Chapter two contains the review of theories and empirical works relating to strategic positioning and competitive advantage. Chapter three presents the study methodology which comprises of research design, target population, sample techniques and sample, data collection and finally methods of data analysis. Chapter four data Analysis, Presentation and Interpretation. Chapter five covers summary of the findings, discussions, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section provides the theoretical and empirical literature review. It also includes summary of literature review and research gaps and conceptual framework of the study.

2.2 Theoretical Review

This section entails analyzing theories that informs the study. This section is critical since it assists in hypothesizing the relationship that exist between independent and dependent variables. This study was anchored on Competitive Advantage Theory, Resource Based View Theory, Market-Based View (MBV) and The Capability-Based View

2.2.1 Competitive Advantage Theory

Competitive Advantage Theory was propounded by Porter (1985). The theory postulates that businesses should pursue policies that create high-quality goods to sell at high prices in the market. Porter (1985) emphasizes productivity growth as the focus of national strategies. Competitive advantage refers to the capability acquired through aspects and resources to perform at an advanced level than others in the similar industry or market. The study of competitive advantage has attracted research interest due to contemporary issues regarding superior performance levels of firms in today's competitive market. An organization is said

to have a competitive advantage when it is executing a value creating strategy not concurrently being affected by any existing or probable player (Karaba, 2012).

Critiques of competitive advantage theory such as Durand (2002); Meki and Meki (2014); and Omalaja and Eruola (2011) provide several interesting logical considerations on competitive advantage. They question whether competitive advantage is a legitimate scientific concept with results from their studies showing that competitive advantage is not a necessary and sufficient condition for superior returns; there is no falsifiable theory of competitive advantage without resort to ideology and that at best, competitive advantage is a metaphor which is useful to the strategic management community. However, Liu (2013) applied competitive theory to enhance sustainable competitive advantage during turbulent business environments.

Competitive advantage theory is relevant to this study as it postulates that unique feature of a firm gives a firm an edge over its competitors in the business environment and thus, leading to greater performance. Hence, effectively executed strategies boosts a firm to greater performance by enabling the firm with competitive advantage to outdo present or probable players (Passemar & Calantone, 2000). To increase competitive advantage, a business strategy of an organization influences the several resources over which it has direct control, and the resources have the capacity to produce competitive advantage (Powell, 2001). Greater performance results and dominance in production resources reflect competitive

advantage. According to this theory if a company continuous to improve it product quality and services, it remains ahead of the competitors, hence continuous according to proponents of this theory is a major of competitive advantage. This theory was therefore used to analyse the foundations of obtaining competitive advantage for a firm.

2.2.2 Resource Based View

Resource Based View Theory proposed by Wernerfelt, (1984) is the most widespread theory that describes the main sources of competitive advantage. The Resource based view theory introduced the significance of a firm unique resources that enable it to gain competitive advantage. The theory suggests the strategy of a firm depends on the resources that it owns. These resources influence how well that company executes its activities and betters its current and potential competitor's. A framework presented by Day and Wensley (1988) connects the sources of advantages and performance outcome named superior resources and superior skills as the key sources of sustainable competitive advantage. The Resource based view theory later on mentions these main sources of advantage and calls them capabilities and assets respectively.

Assets being resource endowment that the business has acquired and accumulated, while capabilities being the glue that keep the assets together enabling them to be deployed advantageously against competitors. Special attention has been given by researchers include strategic, organizational capabilities, financial and technological, (Lake & Ulrich, 1991),

customer linking capabilities with market sensing and (Day, capabilities of organizations that are Market-Driven, 1994), open culture and employee empowerment, executive commitment (Powell, 2005), reputational assets and leadership skills (Petrick *et al.*, 1999). RBV is of the view that, in order for a company to generate Competitive advantage, the resource must be presently rare, must provide economic value, non-substitutable, difficult to duplicate, and in conclusion it should not be easily attainable in the markets. Resource based view is based on two major underlying assertions, that are well developed in strategic management theory: Firstly, that capabilities and resources possessed by current or potential competing firms may be different (i.e resource heterogeneity); and secondly the differences need to be long lasting (that is resource immobility) (Mata *et al*, 2005).

Despite the advantages offered by the RBV to practitioners and scholars alike, the theory has been under attack by opponents such as Bromiley and Fleming (2002); Sanchez (2008) who claim that there is an overenthusiasm for what the theory can deliver, especially concerning a lack of criteria for generalizability and definitional shortcomings. However, the theory has been widely adopted by scholars such as Levitas and Ndofor (2006); Newbert (2014); Almarri and Gardiner (2014) in explaining the role of organisation-based assets and capabilities to gain competitive advantage. It is based on their arguments that RBV was deemed relevant to the current study since it informs the existing role that strategic assets play in companies gaining competitive advantage.

2.2.3 The Market-Based View theory

The Market-Based View (MBV) of strategy proposed by Mason and Bain (1950) suggests that industry factors and external market orientation are the primary determinants of firm performance (Peteraf & Bergen 2003). The origins of value for an organization are entrenched in the competitive condition describing its end-product strategic position. The strategic position is a firm's unique set of activities that are different from their rivals. On the other hand, the strategic position of an organization is defined by how it executes related activities to other firms, but in very diverse ways. In this perception, an organization's performance or profitability are determined uniquely by the structure and competitive changing aspects of the industry within which it functions from (Schendel 1994).

The Market-Based View (MBV) includes the positioning school of theories of strategy and theories developed in the industrial organisation economics phase of Hoskisson's account of the development of strategic thinking (Hoskisson et al. 1999; Porter 1980). During this phase, the focus was on the firm's environment and external factors. Studies established that the organization's performance was significantly reliant on the industry environment. They perceived strategy in the perspective of the industry as a whole and the position of the organization in the market comparative to its competitors.

In formulating strategy, firms commonly make an overall assessment of their own competitive advantage via an assessment of the external environment based on the five

forces model (Porter, 1985). The five forces under consideration consist of the following: barriers to entry, threat of substitutes, bargaining power of suppliers, bargaining power of buyers and rivalry among competitors. In this perspective, a firm's sources of market power explain its relative performance. Bargaining power, monopoly and barriers to entry are the three sources of market power that are frequently highlighted (Kull.Mena & Korschum, 2016).

Critiques of market-based view such as Moon and Lado (2000); Peng, Sun, Pinkham and Chen (2009); and McWilliams and Siegel (2011) heavily lean towards resource based view that focuses on the firm's resources and capabilities. This theory is relevant to this study as it explains the origins of value for an organization which are entrenched in its end-product differentiation. Accordingly, a firm embarks on a set of unique product differentiation activities that are different from their rivals bearing in mind the threat posed by close substitutes with high bargaining power of both buyers and suppliers to gain strategic leadership in the industry through control of large market share which make it hard for new entrants hence maintaining competitive advantage. Market based view was therefore linked to strategic leadership independent variable of the study.

2.2.4 Capability-Based View

This theory was proposed by Amit and Shoemaker (1993). Capabilities are the source of competitive advantage while resources are the source of capabilities according to (Grant

1991). Amit and Shoemaker (1993) embraced alike position and advocated that resources do not add to sustained competitive advantages for an organization, but its capacities do. Haas and Hansen (2005) reinforced the significance of abilities and advocate that an organization can gain competitive advantage from its capacity to apply its capabilities to execute vital activities within the organization.

According to Amit and Shoemaker (1993,) capabilities are ‘a firm’s capacity to deploy resources, typically in combination using organizational processes, and effect a desired end. They are information-based, tangible or intangible processes that are organization specific and developed over time through composite interactions among the organization’s resources. Grant (1996) defines organizational capability as, ‘a firm’s ability to perform repeatedly a productive task which relates either directly or indirectly to a firm’s capacity for creating value through effecting the transformation of inputs to outputs.

Simon et al. (2003) stressed the importance of organisational learning. They suggest that capabilities and organisational learning implicitly and explicitly are a part of any strategy within a firm. Zack (1999) contended that the capacity to learn and produce new knowledge is crucial for gaining competitive advantage. Lee et al. (2001) discussed the influence of internal capabilities and external networks on firm performance. Dynamic capabilities of a firms are the basis for product differentiation, according to this propositions firms with high dynamic capabilities have highly differentiated products which provide competitive

advantage over their rivals in the industry. According to this theory product differentiation is a product of dynamic capabilities which is a predictor of firms' competitive advantage.

2.3 Empirical Review

2.3.1 Continuous Improvement and Competitive Advantage

In Australia, a study by Terziovski (2010) investigated the effects of continuous improvement and innovation management practice on small to medium enterprise (SME) Performance. Innovation strategy and formal structure were the key drivers of continuous improvement which were hypothesized to influence performance whereby it was established that firms do not appear to utilize innovation culture in a strategic and structured manner. The study concluded that a continuous improvement and innovation management strategy and system are significant predictors of SME performance. The implication for managers is that these practices are imperative in order to avoid SME failure. Further, the study indicated that the most significant predictors of high SME performance were found to be the adoption of a continuous improvement and innovation management strategy. However, the current study hypothesized that benchmarking, continuous quality audit, system improvements directly influence the market share and enhances superior performance.

Rupert (2017) conducted an empirical study on process, continuous and quality improvement: disintegrating and reintegrating operational improvement in Britain. The results of the study indicated that continuous improvement is central to Operations

Management. The study further concluded that continuous improvement is primarily concerned with “changes as a response to a customer complaint” or “changes in requirement” and continuous improvement is the “proactive identification and elimination of problems and waste. This is consistent with studies on strategic management and concepts that highlight the need for firms to continually improve in order to remain competitive within a dynamic environment (Sanchez & Blanco 2013). The study however focused on Britain which is a developed country, the current study focused on Kenya which is a developing country thereby having varying economic, social and cultural situations.

In Kenya, Njenga (2017) conducted a study on continuous improvement systems and competitive positioning in the real estate agency sector in Kenya using correlational survey. The study involved sample of 51 real estate agencies from three clusters. Specifically, the study determined the influences of best product strategies, total customer solution strategies, system lock-in strategies on performance of real estate agency sector in Kenya. The results of the study were that there is a significant positive correlation between continuous improvement systems and competitive positioning. Further, the study found out that a majority of real estate agencies appreciate and implement the eight quality management principles (QMPs) that form the basis of continuous improvement systems. The study however focused on real estate agency whereas this research was at G4S.

2.3.2 Strategic Leadership and Competitive Advantage

Omar (2014) carried a study on the role of strategic leadership on competitive advantage for private universities in the context of Iraq. Thus, the study sought to examine the role of strategic leadership capabilities in building sustainable competitive advantage in the academic environment on all Private Universities in Iraq. The research utilised a “self-administered questionnaire”, to gather data. The overall results established that there is noteworthy positive influence of strategic leadership abilities on maintainable competitive advantage. Further it was agreed that Human and social capital are source of sustainable competitive advantage for organization and, therefore, should be carefully nurtured and developed. Strategic leadership capabilities are generally vital for the success of organizations. The combination of organizational resources, capabilities, and deployed knowledge needs to be developed, and protected in order to enhance sustainable competitive advantage. The study however focused on private universities in Iraq whereas this research was on G4S, Kenya.

Nyawira (2015) conducted a study in Kenya to investigate the strategic leadership and sustainable competitive advantage of commercial banks in Kenya. The objective of this study was to determine whether the practice of strategic leadership has an impact on sustainable competitive advantage of commercial banks in Kenya. The study employed descriptive research design to target 43 commercial banks. Data was collected using

questionnaires and analyzed using descriptive statistics. The study found that Strategic leadership plays an important role in sustaining competitive advantage for commercial banks in Kenya over the long-term. Strategic leaders are therefore important in banks since they are key people who have capabilities to anticipate and foresee challenges and opportunities in both the present and future of the banks. The study however was on the financial sector (commercial banks). The current research was on G4S which falls under the security/service industry.

Kahiga (2017) conducted a study on Influence of strategic leadership practices on competitive advantage of national bank of Kenya. The study was to determine the role of strategic leadership practices on national bank of Kenya competitive advantage. The study implemented a case study research design where primary data was collected using interview guide. The study concluded that the most popular strategic leadership practices implemented by NBK were setting strategic direction; maintain core competencies, regular training and development. The study found that the strategic leadership practices strengthened the unity of employees in walking towards the same direction. Just like the case of Nyawira (2015), this study was done in the banking context unlike this study which was centered on G4S.

2.3.3. Strategic Assets and Competitive Advantage

A study was carried out by Kam (2009) on project management as a Strategic Asset. The study aimed to explore the characteristics of a strategic asset in project management and the

methods used by organizations to build and preserve the advantage. The study found that strategic assets are essential to a company's strategy and competitive advantage. The study further found that strategic assets are a company's heterogeneous resource bundles that are important, uncommon, inimitable and organizationally oriented. The company's Resource-Based View (RBV) approach analysis focuses on the company 's internal assets as a source of advantage.

Kyengo and Kilika (2017) carried a study on Strategic Assets, Competitive Capabilities and Firm Performance in Kenya. The study concluded that strategic assets are significant to competitive capabilities and firm performance. Strategic assets are, the combination of hard to trade and duplicate scarce and unique resources and capabilities that confer the firm's competitive advantage. Intangible resources are more likely to be a source of sustained competitive advantage rather than tangible ones, these should not be 'locked' inside a business unit but should be accessible for reuse by other parts of firm wherever a probable use producing greater returns can be recognized. The study did not explore competitive advantage of firms which is the case for this study.

2.3.4. Product Differentiation and Competitive Advantage

Dirisu, Oluwole and Ibidunni (2013) conducted a study on product differentiation: a tool of competitive advantage and optimal organizational performance in Nigeria. The study established that however little the significance product differentiation holds in relation with

organizational performance, there is a positive relationship between the variables. This implies that manufacturing firms should pay more attention to the goods they produce in terms of innovations, quality design, and exceptional features. The study revealed that Executive management ought to focus and invest more on product differentiation as it could be used as a major competitive advantage tool against competitors in the industry and it is capable of guaranteeing the long-term survival of the organization. The study however focused on Nigeria and did not consider other key variables of strategic positioning such strategic assets and strategic leadership.

King'oo (2015) conducted a study on the effect of differentiation strategy on market share of tea export firms in Kenya. The study examined the extent of differentiation strategies and their effect on market share of tea export firms in Kenya. It employed five differentiation strategies that included pricing, value-added products, operating procedure, customer incentives strategy, and distribution network strategies. The outcome of results indicated that the effect of differentiation strategies on market share of the firms was insignificant. The study was done in the context of export firms. This study focused on G4S thereby addressing the contextual gap in literature.

2.4 Strategic Positioning and Competitive Advantage

Kasyoka (2011) did a case study on how strategic positioning leads to competitive advantage within Safaricom Limited and found out that cutting edge technology helped Safaricom

Limited to achieve a competitive advantage. The study found that resource-based view in Safaricom Limited was highly influencing the achievement of a competitive advantage. The major resources in Safaricom Limited include technological resources, human resources, knowledge resources, financial resources and assets. The study was based on Safaricom whereas this study was on G4S Kenya.

Muriet (2011) carried out a study on the relationship between strategic positioning and performance of the Kenya commercial banks; found out that strategic positioning positively and significantly enhances organizational performance through performance measurement. So it can be started that in order to have greater stability and profit efficiency, the banks utilized positioning to have competitive power in the bank in the market they operated, Market power was indicated by the market share, which had stemmed from how attractive the bank studied in terms of spread within the network, basically between product and uniqueness of the services offered. This study seeks to investigate the effect of strategic positioning on competitive advantage at G4S Kenya.

A Survey study by Rose (2012) on positioning strategies adopted by large audit firms in Kenya concluded that ownership plays an important role in the selection of positioning strategy that the organization seeks to follow. She noted that audit firms in Kenya have adopted a number of positioning strategies to seek a leadership position. The study established that audit firms concentrate on product characteristics, time and location pricing

positioning as a strategy in the competitive audit market. This study seeks to investigate the effect of strategic positioning on competitive advantage at G4S Kenya.

Munene (2013) did a study on strategic positioning and organizational performance of the top five oil companies in Kenya. The survey study established that the top oil firms do position themselves in the market and make use of the various positioning strategies especially given that the petroleum prices are regulated to acquire a competitive advantage relative to competitors that enables it earn high profits, irrespective of average profitability within the energy sector. The study though on Kenya, focused on the energy sector. This study was on G4S, Kenya.

2.5 Summary of Literature Review and Research Gaps

The ongoing section presented the summary of the various previous studies reviewed and the research gaps identified therein.

Table 2.1: Summary of Literature Review

No	Author(s)	Purpose	Results	Recommendations	Research Gap (s)	Addressing gaps
1	Kahiga (2017)	The role of strategic leadership on competitive advantage for private universities in the context of Iraq	The study indicated that there is significant positive impact of strategic leadership capabilities	Firms should ensure product range extension, product replacement, product improvement, product repositioning and	The study however only focused on strategic leadership which is only one indicator of strategic positioning	This study adopted four strategic positioning indicators

			on sustainable competitive advantage.	new product introduction to be more productive and grow faster		
2	Terziovski (2010)	Strategic leadership and sustainable competitive advantage of commercial banks in Kenya.	The study found that Strategic leadership plays an important role in sustaining competitive advantage for commercial banks in Kenya over the long-term.	Small firms should mirror large firms with respect to formal strategy and structure as innovation culture and strategy are closely aligned throughout the innovation process	Only one indicator of strategic positioning i.e., strategic leadership was adopted. The study also focused on the financial sector (commercial banks).	This study adopted strategic leadership, continuous improvement, strategic assets and product differentiation
3	Rupert (2017)	Continuous improvement systems and competitive positioning in the real estate agency sector in Kenya	The results of the study were that there is a significant positive correlation between continuous improvement systems and competitive positioning.	Real estate firms should focus on should combine organisational learning and operational improvements through strategic organisational learning to maintain the fit between improvement efforts and goals	The study failed to incorporate other strategic positioning indicators The focus of the study was also on the real estate industry	This study adopted strategic leadership, continuous improvement, strategic assets and product differentiation
4	Kam (2009)	Influence of strategic leadership practices on competitive advantage of	The study found that the strategic leadership practices strengthened	Commercial banks should make consideration to pool more funds to invest in	Competitive advantage was only assessed through market share	This study used market share, superior performance and

		national bank of Kenya.	the unity of employees in walking towards the same direction.	advanced technologies and research and development in order to maintain competitiveness and overall bank performance.	indicator A univariate analysis on the influence of strategic leadership was done and not multivariate analysis of various strategic positioning indicators	increased patronage
5	Singh & Singh (2015)	The effects of continuous improvement and innovation management practice on small to medium enterprise (SME) Performance	The study found that continuous improvement and innovation management strategy and system are significant predictors of SME performance	SMEs should focus on continuous improvement and innovation management strategy to enhance their performance	This study focused only on continuous improvement hence there is conceptual gaps since strategic positioning involves other factors besides continuous improvement Firm performance and not competitive advantage was the dependent variable	This study combined four strategic positioning indicators to assess their influence on competitive advantage
6	King'oo (2015)	The study sought to examine the characteristics of a strategic asset in project	The study found that Strategic assets are vital to a firm's strategy and	Firms should be guided by asset management strategies in project management as it is critical to	The study did not include other factors that companies use to develop and sustain	This study combined four strategic positioning indicators to assess their influence on

		management and the processes companies use to develop and sustain advantage	its competitive advantage position	strategic directions.	competitive advantage besides strategic assets	competitive advantage
7	Kyengo and Kilika (2017)	Strategic Assets, Competitive Capabilities and Firm Performance in Kenya	The study concluded that strategic assets are significant to competitive capabilities and firm performance	Based on the importance of capabilities, a firm should leverage on its ability to apply its capabilities to perform important activities within the firm to enhance competitive advantage.	This study moderated the relationship between strategic assets and firm performance using competitive capabilities, therefore there are methodological gaps	This study only used competitive advantage as dependent variable and not a moderator
8	Dirisu, Oluwole and Ibidunni (2013)	Product differentiation: a tool of competitive advantage and optimal organizational performance in Nigeria	The study established that however little the significance product differentiation holds in relation with organizational performance, there is a positive relationship between the variables	To remain viable, firms should prioritize a strategy of product differentiation which is a more viable option than strategies based on efficiency and price	The study used competitive advantage an organizational performance as the dependent variables. The study also failed to consider other key variables of strategic positioning such as strategic	This study used competitive advantage as the dependent variable. This study also combined four strategic positioning indicators to assess their influence on competitive

					assets and strategic leadership.	advantage
9	King'oo (2015)	The effect of differentiation strategy on market share of tea export firms in Kenya	The outcome of results indicated that the effect of differentiation strategies on market share of the firms was insignificant	The government should develop policies and strategies that support the application of differentiation strategies among the Kenyan tea export firms Individual firms should adopt differentiation strategies that command their competitiveness in the global market	Only one indicator of competitive advantage (market share) was adopted The study also failed to incorporate other strategic positioning practices besides product differentiation	This study incorporated other strategic positioning practices besides product differentiation
10	Kasyoka (2011)	How strategic positioning leads to competitive advantage within Safaricom Limited	The study found out that cutting edge technology helped Safaricom Limited to achieve a competitive advantage	The government should formulate policies to regulate cost differentiation in the mobile telephony industry	The study adopted cutting edge technology, Based-View and generic strategies as the strategic positioning practices influencing competitive advantage	This study adopted strategic leadership, continuous improvement, strategic assets and product differentiation

Source: Researcher, 2020

2.5 Conceptual Framework

A conceptual framework is a diagrammatic representation of the hypothesized relationship between predictor and dependent variables (Bharti, Agrawal & Sharma, 2015). This is shown in figure 2.1 whereby the study hypothesized that strategic positioning practices influence competitive advantage. The variables under study have therefore been represented diagrammatically to show the relationship between them by illustrating the influence of the independent variables on the dependent variable. Strategic positioning which is the independent variable is disaggregated into continuous improvement, strategic leadership, strategic assets and product differentiation. The dependent variable for the study is competitive advantage measured by market share, superior performance and increased patronage.

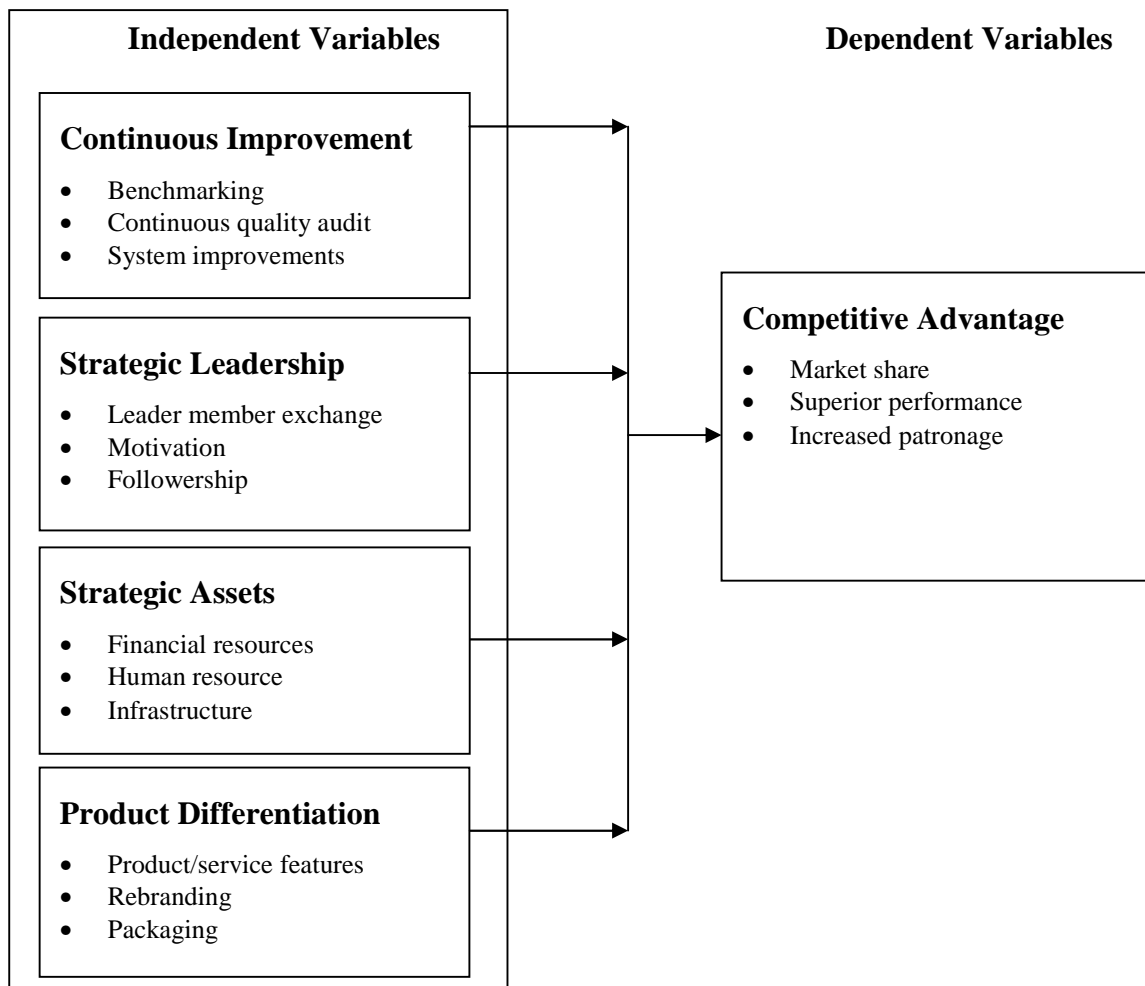


Figure 2.1 Conceptual Framework
Source: Researcher, 2020

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three comprise of the methodology of the study. It provides details on the study methodology. It provides details on the research design, the population, the type of data that was collected, sampling frame, sample and sampling techniques, data collection instrument, data collection procedure, validity and reliability of the instrument, and the procedures that were followed in data analysis and presentation.

3.2 Research Design

According to Cooper and Schindler (2009) research design constitutes the blueprint for the gathering, measurement and estimation of data in a research. According to Rajendra (2008), a research design is the linkage and organization of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose with economy in the procedure. The study adopted descriptive research design. A descriptive Research design is specifically designed and usually structured to measure the features described in a research question (Kothari, 2004). Therefore, descriptive research design was appropriate for this study as it sought to investigate the effect of strategic positioning on competitive advantage at G4S of Kenya.

3.3 Target Population

Target population refers to the entire individuals or objects of interest in a study. Since the study focused on strategic positioning, it purposely targeted the management of G4S as they are involved in decision making processes of the company. The total numbers of management staff at G4s in Nairobi are five hundred and forty in number (540). This therefore formed the population of the study. The population was stratified based on the level of management as shown in Table 3.1

Table 3.1 Study Population based on Position

Cadre	Population
Top Management	84
Middle Management	170
Operations management	286
Total	540

Source: G4S, websites, 2020

3.4 Sampling Design

Sampling refers to the procedure of choosing a subset of a population which was used in a research to make conclusions on the population based on information gotten from this subset chosen (Levy & Lemeshow, 2013). The study purposively focused on G4S as it is one of the oldest security companies established in Kenya and has gone through various strategic transitions in its quest to gain a competitive edge over new entrants in the industry (Onuong'a, 2009). Stratified sampling was then applied based on the heterogenous nature of the target population that was stratified into three groups of top management, middle management and operations management. According to Kadilar and Cingi (2005), stratified random sampling ensures each subgroup within the population receives proper representation within the sample. Simple random sampling technique was then applied to select the various components of each stratum whereby each member of the population had an equal likelihood of being selected. In line with Mugenda and Mugenda (2013), 10% of a large population is adequate for a sample size whereas 30% of a small population is considered adequate as sample size. As such, 30% of the five hundred and forty employees was selected. One hundred and sixty-two employees therefore constitute the sample size of the study.

Table 3.2: Sample Size

Cadre	Population	Sample	% Sample
Top Management	84	25	15%
Middle Management	170	51	31%
Operations management	286	86	53%
Total	540	162	100%

Source: Researcher, 2020

3.5 Data collection Instruments

The study utilized primary data to make inferences and conclusions about the study population. The research instrument for data collection was a questionnaire. The choice of questionnaires was attributed to the fact that it is an effective means of measuring the behavior, attitudes, preferences, opinions and, intentions of relatively large numbers of subjects more cheaply and quickly than other methods (Kothari, 2004). In addition, questionnaires are cheaper to use as compared to interviews. Data was collected using semi structured research questionnaires with both closed-ended and open-ended questions which had been pretested in a pilot study and necessary adjustments made thereafter. The closed-ended questions comprised of a likert scale of 1 to 5 which aided in assigning numerical

values to the responses (Mugenda & Mugenda, 2011). In administering the questionnaires, a drop and pick later method was adopted.

3.6 Pilot Study

In carrying out the study, the researcher ensured that the validity and reliability of the research instruments are achieved before data collection and making conclusions. A pilot study was conducted in order to test whether the questionnaire was valid. It was carried out by researcher with assistance from research assistants. The pilot study was based on 10 respondents at G4S. The respondents involved in the pilot study did not participate in the main study. The purpose of a pilot study is to identify any errors in the questionnaire and correct them before data collection. Thereby, ensuring the questionnaires are adequate for data collection (Brotherton, 2008).

3.6.1 Validity of the Research Instruments

In ascertaining validity of the research instrument, construct and content validity was utilized. Content validity is predominantly concerned with the representativeness of the sample. As stated by Gillham (2008) the skills and knowledge that are being covered in the test, must be adequately representative to a bigger domain of skills and knowledge. In ensuring content validity, questionnaires were shared experts in the field of strategic management. Construct validity was tested through a critical review of the theoretical and empirical literature which brought a comprehension of the concept thus making sure that the

instrument is constructed on the basis of literature. The instruments were also checked by the supervisor.

3.6.2 Reliability of Research Instrument

A test is reliable only if it consistently measures what it is intended to measure. That is, when the test yields same results over repeated trials (Taherdoost, 2016). Reliability refers to the consistency of a research measurement and the extent to which an instrument measures and gives the same results every time when it is used under the same condition with the same subjects in the process. It is therefore, the repeatability of a research measurement. The most commonly used reliability coefficient is the Cronbach's Alpha coefficient which estimates internal consistency by determining how all the items on a test relate to all other items and to the total test internal coherence of data. The reliability is expressed as a coefficient between 0 and 1.00. If the formula yields a coefficient which is more than 0.7 then the data collection instrument is taken as reliable but if it is below the instrument is treated as unreliable (Sekaran & Bougie, 2003). After the pilot, responses from the questionnaires were entered and Cronbach's Alpha coefficient generated. A Cronbach's alpha coefficient value of 0.7 was adopted as the threshold for measuring internal consistency.

3.7 Data Collection Procedure

This study used primary data and was collected using semi structured questionnaires. The research first obtained all the necessary authorization from the University, authorization and

permit from National Commission for Science, Technology and Innovation and finally from management of G4S. The researcher used these research authorizations to access the selected respondents. Drop and pick later methodology was used during field surveys. The researcher assisted by two assistants dropped the questionnaires to selected respondents and pick them after a period of two days. For all the respondents that was inaccessible the researcher contacted them through email after seeking their permission.

3.8 Data Analysis and Presentation

Data analysis refers to the process of obtaining meaningful information from the collected data (Kombo & Tramp, 2006). Before processing the responses, the completed questionnaires were checked for completeness and comprehensibility to ensure consistency. Afterwards, the data was edited, classified and coded. The researcher employed both descriptive and inferential analysis to analyze the study data. Descriptive analysis provides statistics such as percentages, standard deviation and arithmetic mean.

Furthermore, the inferential analysis was carried out within the framework of a multiple regression model. This provided statistics which were used to make conclusions and recommendations. The analysis was presented using tables. The study sought to establish the effect of strategic positioning on competitive advantage at G4S of Kenya.

$$CA = \quad + \quad {}_1CI + \quad {}_2SL + \quad {}_3SA + \quad {}_4PD +$$

Where:

CA = Competitive advantage

CI= Continuous improvement

SL= Strategic leadership

SA= Strategic assets

PD= Product differentiation

= Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ regression Coefficients

=Error terms

3.9 Research Ethics

Ethics are the norms or standards for conduct that distinguish between right and wrong. Therefore, Ethical considerations in research are critical. They help to determine the difference between acceptable and unacceptable behaviors. First, ethical standards prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research. The researcher ensured that the current study adheres to all ethical standards governing research. A research permit was obtained from NACOSTI and the consent of respondents was sought before administering the questionnaires to them.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the data collected to establish the effect of strategic positioning on competitive advantage at G4S Kenya. Data was collected through the questionnaire instruments. The quantitative data was analyzed using descriptive and inferential statistical analysis and was presented in the form of tables. Results of the data analysis provided information that formed the basis for discussion, conclusion, and interpretation of the findings and recommendations of the study.

4.2 Response Rate

The study sought to get the response from 152 respondents from the questionnaires administered. The researcher managed to collect 110 questionnaires.

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Response Rate	110	68
Non-Response Rate	42	32
Total	152	100

Source: (Survey data, 2020)

The study had a high response rate of 68% indicating that only 32% of the respondents did not participate in the study. Mugenda and Mugenda (2009) states, a response rate of 50% is satisfactory for analysis and reporting, a rate of 60% is good while a response rate of above 70% and above is excellent This response rate was adequate to draw conclusions from the study and was, therefore, representative. The good response rate was attributed to the fact that the researcher administered the questionnaires and as such had an opportunity to clarify on areas, which would have otherwise caused lack of cooperation.

4.3 Reliability Test

Blumberg (2011) explains that the goal of reliability is to minimize the errors and biases of a data collection instrument. To ensure reliability of the research instrument, the questionnaire was administered to 10 respondents which was 6 % of the sample size selected at random in the departments with the potential characteristic of the respondents. The study excluded the participants of the pilot study from the final study. Saunders and Lewis (2012) states that respondents in a pilot test do not need to be statistically sampled. The results of the pilot study are shown in Table 4.2.

Table 4.2: Reliability Test

Variables	Cronbach Alpha	Number of Items
Continuous Improvement	0.837	4
Strategic Leadership	0.879	4
Strategic Assets	0.736	4
Product Differentiation	0.848	4
Competitive Advantage	0.764	5
Overall statistic	0.813	

Source: Researcher 2020.

The computed Coefficient Alpha Value of > 0.7 is considered acceptable in the test of reliability (Garson, 2012). The Overall Cronbach alpha of 0.813, as presented in table 4.2 indicate that all the variables attained the acceptable and recommended level of above 0.7. This therefore shows that the research instrument was reliable.

4.4 Demographic analysis

This section presents information of respondents who were sampled for the study.

4.4.1 Gender of the Respondents

Information regarding personal characteristics of the respondents in terms of sex was sought during the study. The results are as shown in table 4.3.

Table 4.3: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	68	62
Female	42	38
Total	110	100

Source: (Survey data, 2020)

The study sought to find out how respondents were distributed with regard to gender. This was thought to be an important indicator towards the diversity of the respondents in the security firms. Majority of the respondents 62% were male while 38% were female of the total respondents who participated in the study.

4.4.2 Highest Level of Education

The study also examined the highest level of education of the respondents and the results are presented in table 4.4.

Table 4.4: Highest Level of Education

Level of Education	Frequency	Percentage (%)
Certificate/Diploma	32	29
Undergraduate	42	38
Masters	33	30

PHD	3	3
Total	110	100

Source: (Survey data, 2020)

On the highest level of education attained, 38% are university Undergraduate level, 29% have college level, 30 % are post graduate level of qualification, while 3% have PHD qualifications. The results thus indicate that there is a fair mix of education backgrounds in G4S. All of the respondents have either a college level of qualification or higher qualification and hence they were qualified to offer information regarding the objectives of the study.

4.4.3 Age of the Respondents

The age of the participants of the study is another characteristic that was examined and the findings are presented in table 4.5.

Table 4.5: Age of the Respondents

Age	Frequency	Percentage (%)
25 years and below	12	11
26-35 years	24	22
36-45 years	40	36
46-50 years	25	23

Above 50 years	9	8
Total	110	100

Source: (Survey data, 2020)

The respondent age in years was sought by the researcher. Table 4.4 summarizes this information indicating a majority 36% of respondents were aged between 36-45 years old. The group was followed by those in age group 46 – 50 representing 23%, 25 years and below were 11% while 50 years and over were 8 %. The result showed that majority of the respondents were between the ages of 46-50 years of age.

4.3.4 Level of Management

Table 4.6 presents the results of the levels of management of the respondents.

Table 4.6: Level of Management

Level of Management	Frequency	Percent
Top management	18	16
Middle management	37	34
Lower management	55	50
Total	110	100

Source: (Survey data, 2020)

The study sought to establish the Level of Management of the respondents. This was to establish whether the respondents had knowledge on competitive advantage within the

organization. Top Level, Middle Level and Lower management were used meaning they were competent to answer the questions on competitive advantage within the organization.

4.5 Descriptive Analysis

This section presents descriptive analysis for variables used by the researcher in the study. The descriptive analysis is done under four independent variables; continuous improvement, strategic leadership, strategic assets and product differentiation against the dependent variable which was competitive advantage of G4S. Mean and standard deviation were adopted to capture the responses based on the various variable indicators.

4.5.1 Continuous Improvement and Competitive Advantage at G4S.

The study sought to evaluate the effect of continuous improvement on competitive advantage at G4S Kenya. In this regard, respondents were asked to indicate the extent to which various statements reflect continuous improvement in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree. The outcomes were used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.7

Table 4.7 Continuous improvement and competitive advantage at G4S

Statement	N	Mean	Std. dev
We do benchmark of services with other firms	110	4.022	0.671
There is continuous quality audit	110	3.897	1.234
Systems improvement enhances competitive advantage	110	3.620	1.155
Competitive advantage is enhanced by continuous improvement	110	3.874	1.015
Overall statistic		3.853	1.018

Source: (Survey data, 2020)

From the above results, the respondents agreed that their firm does benchmarking of services with other firms as indicated by the mean score of 4.022 and standard deviation of 0.671. The outcomes from the respondents largely agreed that there is continuous quality audit with mean score of 3.897 and standard deviation of 1.234. On whether systems improvement enhances competitive advantage the mean score was 3.620 and standard deviation of 1.155. Respondents were also asked on whether competitive advantage is enhanced by continuous improvement and the response had a mean of 3.874 and standard deviation of 1.015. The overall mean for this section was 3.853 and standard deviation of 1.018 indicating that continuous improvement has an important influence on competitive advantage at G4S.

The study is supported by study done by Rupert (2017) who indicated that continuous improvement is central to Operations Management. The study further concluded that continuous improvement is primarily concerned with “changes as a response to a customer complaint” or “changes in requirement” and continuous improvement is the “proactive identification and elimination of problems and waste. It is further supported by study done by Terziovski (2010) who concluded that a continuous improvement and innovation management strategy and system are significant predictors of SME performance.

4.5.2 Strategic Leadership and Competitive Advantage at G4S.

The study also sought to establish the effect of strategic leadership and competitive advantage at G4S. Respondents indicated the extent the statements related to strategic leadership in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree. The responses were used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.8

Table 4.8 Strategic Leadership and Competitive Advantage at G4S.

Statements	N	Mean	Std. dev
There is leader member exchange within the organization	110	3.980	1.009
Motivation of workers improves competitive advantage of the firm	110	3.663	1.047

There is a good spirit of followership in the firm	110	4.091	0.914
Strategic leadership enhances the competitive advantage of the firm	110	3.907	1.028
Overall statistic		3.910	1.000

Source: (Survey data, 2020)

Respondents indicated that there is leader member exchange within the organization with mean score of 3.980 and standard deviation of 1.009. Respondents further indicated motivation of workers improves competitive advantage of the firm with mean score of 3.663 and standard deviation of 1.047. On whether there is a good spirit of followership in the firm the mean score was 4.091 and standard deviation of 0.914. Respondents indicated that strategic leadership enhances the competitive advantage of the firm with mean score of 3.907 and standard deviation of 1.028.

The overall mean of whether of strategic leadership have effect on competitive advantage was 3.910 and standard deviation of 1.000 implying that strategic leadership has effect on competitive advantage. The study is supported by study done by Omar (2014) who concluded that there is significant positive impact of strategic leadership capabilities on sustainable competitive advantage. The outcome is further supported by study done by Nyawira (2015) who concluded that strategic leadership plays an important role in sustaining competitive advantage for commercial banks in Kenya over the long-term.

4.5.3 Strategic Assets and Competitive Advantage at G4S.

The study further sought to determine the strategic assets and competitive advantage at G4S. Respondents were required to indicate the extent to which various statements reflect strategic assets in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree and the responses were used to compute the means and standard deviation for each statement as per the response. The outcome is presented in table 4.9.

Table 4.9 Strategic Assets and Competitive Advantage at G4S.

Statements	N	Mean	Std. dev
Adequate financial resources enhance the competitive advantage of the firm	110	4.102	0.904
Adequate human resource is key for sustaining competitive advantage in the firm	110	3.757	1.207
The firm has adequate infrastructure for smooth operations	110	3.640	1.171
Competitive advantage is influenced by infrastructure of the firm	110	4.021	0.946
Overall statistic		3.88	1.057

Source: (Survey data, 2020)

The outcomes from the respondents largely agreed that adequate financial resources enhance the competitive advantage of the firm with mean score of 4.102 and standard deviation of 0.904. On whether adequate human resource is key for sustaining competitive advantage in the firm the mean score was 3.757 and standard deviation of 1.207. Respondents indicated that the firm has adequate infrastructure for smooth operations with a mean score of 3.640 and standard deviation of 1.171. On whether competitive advantage is influenced by infrastructure of the firm the mean score was 4.021 and standard deviation of 0.946. The overall mean for this section is 3.880 and standard deviation of 1.057 indicating that strategic assets have an important influence competitive advantage at G4. The study is supported by work done by Kam (2009) which concluded that Strategic assets are vital to a firm's strategy and its competitive advantage position. The study further revealed that Strategic assets are a firm's heterogeneous resource bundles that are valuable, rare, inimitable, and have an organizational focus.

4.5.4 Product Differentiation and Competitive Advantage at G4S.

The study also sought to evaluate from the respondents the effect of product differentiation on competitive advantage at G4S Kenya. Accordingly, respondents indicated the extent to which statements relates to product differentiation in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree. Means and standard deviations for each statement as per the responses were computed. The outcome is presented in table 4.10.

Table 4.10. Product Differentiation and Competitive Advantage at G4S.

Statements	N	Mean	Std. dev
Our services are unique as compared to competitors	110	4.083	0.956
We do rebranding from time to time	110	3.489	1.264
Our services are efficient and effective	110	3.811	0.958
Product differentiation provides firms with competitive advantage	110	3.595	1.604
Overall statistic		3.740	1.196

Source: (Survey data, 2020)

As per the results above, the respondents agreed that the firm's services are unique as compared to competitors with a mean of 4.083 and standard deviation of 0.956. On whether rebranding is done from time to time the mean score was 3.489 and standard deviation of 1.264. Respondents also indicated that their services are efficient and effective with a mean score of 3.811 and standard deviation of 0.958. Respondents further indicated that product differentiation provides the firm with competitive advantage with a mean score of 3.595 and standard deviation of 1.604.

The overall mean for this section of was 3.740 and standard deviation of 1.196. This implies that product differentiation has influence on competitive advantage at G4S. The study is supported by study done by King'oo (2015) who established that that the effect of differentiation strategies on market share of the firms was significant.

4.5.5 Competitive Advantage at G4S.

The research sought to evaluate how respondents feel about competitive advantage at G4S. They were required to indicate to what extent the statements reflect to competitive advantage in their organization on the Likert scale of 1 to 5 Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree. The outcome is presented in table 4.11

Table 4.11 Competitive Advantage at G4S.

Statements	N	Mean	Std. dev
Our firm controls a large market share	110	3.969	1.061
The firm has superior performance as compared to competitors	110	3.891	1.117
We have guidelines for achieving competitive advantage	110	4.001	0.659
Various competitive strategies are employed by our firm	110	3.718	0.962
Competitive advantage is achieved and sustained through strategic positioning	110	3.821	0.868
Overall statistic		3.880	0.933

Source: (Survey data, 2020)

From the results above, the respondents agreed that their firm controls a large market share with a mean score of 3.969 and standard deviation of 1.061. On whether the firm has superior performance as compared to competitors the mean score was 3.891 and standard deviation of 1.117. Respondents indicated that the firm has guidelines for achieving competitive advantage with a mean score of 4.001 and standard deviation of 0.659. They also indicated that various competitive strategies are employed by their firm with a mean score of 3.718 and standard deviation of 0.962.

On whether competitive advantage is achieved and sustained through strategic positioning the mean score was 3.821 and standard deviation of 0.868. The overall statistics of this section was a mean of 3.880 and standard deviation of 0.933. The results are supported by study done by (Rupert, 2017) which concluded that Organization strategic positioning is concerned with the decision by management to determine the place that its brand and corporate image occupy in a given market including the type of benefits to be stressed and the type of segments to be targeted to encounter the challenges posed by the modern competitive environment, organizations must pervade quality and performance improvement initiatives in all aspects of their processes to improve their competitiveness.

4.6 Inferential Analysis Results

Regression and correlation were the main inferential methods applied to determine the influence of strategic positioning on competitive advantage at G4S. The relationship between

the independent and dependent variables was determined using the significance of the coefficients with the level of confidence set at 95%.

4.6.1: Correlation Analysis

Pearson correlation was used to determine coefficients that can be employed to quantify the positive or negative relationship amongst the variables. The Pearson coefficient should range from +1 to -1. Any value that contains a zero signifies that there is no association between the two variables. A strong Pearson coefficient should be greater than or equal to 0.5. The correlation results were as below.

Table 4.15: Correlation matrix

		Continuous improvement	Strategic leadership	Strategic assets	Product differentiation	Competitive advantage
Continuous improvement	Pearson Correlation	1	.725**	.507**	.728**	.761**
	Sig. (2-tailed)		.000	.003	.000	.000
	N	110	110	110	110	110
Strategic leadership	Pearson Correlation	.725**	1	.573**	.747**	.736**
	Sig. (2-tailed)	.000		.001	.000	.000
	N	110	110	110	110	110
Strategic assets	Pearson Correlation	.507**	.573**	1	.612**	.654**
	Sig. (2-tailed)	.003	.001		.000	.000

	N	110	110	110	110	110
Product differentiation	Pearson Correlation	.728**	.747**	.612**	1	.851**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	110	110	110	110	110
Competitive advantage	Pearson Correlation	.761**	.736**	.654**	.851**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	110	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (Data Survey, 2020)

The study sought to examine the effect of continuous improvement on competitive advantage at G4S Kenya. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 4.154 show a correlation ($r(110) = 0.761$; $p < 0.05$) between continuous improvement and competitive advantage at G4S Kenya. This implies that the continuous improvement is positively correlated to the competitive advantage at G4S Kenya. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between continuous improvement and competitive advantage at G4S Kenya. This shows that continuous improvement significantly influenced the competitive advantage at G4S Kenya. The results of the study agree with the study done by Njenga (2017) on continuous improvement systems and competitive positioning in the real

estate agency sector in Kenya which concluded that there was a significant positive correlation between continuous improvement systems and competitive positioning.

In addition, the result of the Pearson correlation test as shown in Table 4.15 show a correlation ($r(110) = 0.736$; $p < 0.05$) between strategic leadership and competitive advantage at G4S Kenya. This implies that strategic leadership is positively correlated to competitive advantage at G4S Kenya. In addition, the correlation between these two variables was significant, that is $p < 0.5$ indicating a linear relationship between strategic leadership and competitive advantage at G4S Kenya. This shows that strategic leadership significantly influenced competitive advantage at G4S Kenya. The results of the study agree with the study done by Omar (2014) on the role of strategic leadership on competitive advantage for private universities which concluded that there was positive influence of strategic leadership abilities on maintainable competitive advantage.

Further, the Pearson correlation results as presented in Table 4.15 show a correlation ($r(110) = 0.654$; $p < 0.05$) between strategic assets and competitive advantage at G4S Kenya. This implies that the strategic assets is positively correlated to competitive advantage at G4S Kenya. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between strategic assets and competitive advantage at G4S Kenya. This shows that strategic assets significantly influenced competitive advantage at G4S Kenya. The results of the study agree with the study done by Kam (2009) on project

management as a Strategic Asset which concluded that Strategic assets are vital to a firm's strategy and its competitive advantage position

Finally, the results of the Pearson correlation test as presented in Table 4.15 show a correlation ($r(110) = 0.851; p < 0.05$) between product differentiation and competitive advantage at G4S Kenya. This implies that product differentiation is positively correlated to competitive advantage at G4S Kenya. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between product differentiation and competitive advantage at G4S Kenya. This shows product differentiation significantly influenced competitive advantage at G4S Kenya. The results of the study agree with the study done by Dirisu, Oluwole and Ibidunni (2013) on product differentiation: a tool of competitive advantage and optimal organizational performance in Nigeria which established that however little the significance product differentiation holds in relation with organizational performance, there is a positive relationship between the variables.

4.6.2 Regression Analysis

This was employed to construct mathematical relationship between strategic positioning and competitive advantage. The results are presented below. Model summary results indicate the summarized results of the regression as displayed in the model. The results are shown in table 4.16.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.683	.675	.10721

Source: (Data Survey, 2020)

To describe the percentage of variation, change in the dependent variable competitive advantage as explained by strategic positioning variables, the study used coefficient of determination to explain whether it's a good predictor. From the results of the analysis, the outcomes show that strategic positioning contributed to 67.5 % of the variation in competitive advantage as explained by adjusted R² of 675 which indicated the model is a good predictor.

Analysis of Variance (ANOVA) was conducted to find the impact of the relationship between independent variables and dependent variable of G4S see below.

Table 4.17: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.047	4	.262	23.201	.000 ^b
	Residual	.305	105	.011		
	Total	1.352	109			

a. Dependent Variable: competitive advantage

b. Predictors: (Constant), strategic positioning variables

Source: (Data Survey, 2020)

The outcomes of the findings in table above showed significance level was .000^b indicating that the model is a significant predictor of the association of strategic positioning and competitive advantage.

The outcomes of the multiple regression analysis showed direct relationships between the variables of strategic positioning and competitive advantage as summarized in Table 4.18.

The regression coefficients guided interpretation of research hypotheses.

Table 4.18: Regression analysis results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.346	.416		2.180	.038
	Continuous Improvement	0.413	.127	.316	2.175	.039
	Strategic Leadership	0.621	.121	.129	.844	.002
	Strategic Assets	0.537	.130	.173	1.456	.021
	Product Differentiation	0.512	.119	.390	2.469	.020

Source: (Data Survey, 2020)

Optimal regression model

$$\text{Competitive Advantage} = 3.346 + 0.413\text{Continuous Improvement} + 0.621\text{Strategic Leadership} + 0.537\text{Strategic Assets} + 0.512\text{Product Differentiation}.$$

From the regression coefficient results in table 4.18, holding all factors constant at zero, competitive advantage was 3.346. Findings in Table 4.18 also showed that continuous improvement had coefficients of estimate which was significant basing on $t_1 = 0.413$ (p-value = 0.038 which is less than $\alpha = 0.05$). In this regard, continuous improvement positively and significantly influenced competitive advantage at G4S. Thus, holding other factors constant, a unit improvement in continuous improvement would lead to 41.3 % improvement on competitive advantage at G4S Kenya. The study findings are in tandem with the findings by Terziovski (2010) on the effects of continuous improvement and innovation management practice on small to medium enterprise (SME) Performance which concluded that a continuous improvement and innovation management strategy and system are significant predictors of SME performance. However, the study fails to support the findings of Rupert (2017) who conducted an empirical study on process, continuous and quality improvement: disintegrating and reintegrating operational improvement and concluded that continuous improvement does not significantly influence competitive advantage.

The beta coefficient of strategic leadership was 0.621 from the regression coefficient results. The outcomes of the research show that strategic leadership positively and significantly affect competitive advantage at G4S at p value < 0.05 level of significance. Thus, by holding other predictor variables constant, a unit improvement in strategic leadership would cause a 62.1% improvement on competitive advantage at G4S Kenya. The results of the study agree with study done by Nyawira (2015) on the strategic leadership and sustainable competitive advantage of commercial banks in Kenya who concluded that Strategic leadership plays an important role in sustaining competitive advantage for commercial banks in Kenya over the long-term. However, Kahiga (2017) on concluded that the most popular strategic leadership practices implemented by NBK which were setting strategic direction; maintain core competencies, regular training and development did not significantly influence competitive advantage.

From the regression coefficients results, the beta coefficient of strategic assets was 0.537. The outcomes of the research shows that strategic assets positively and significantly influenced competitive advantage at G4S Kenya at p value < 0.05 level of significance. Thus, beta coefficient for strategic assets of 0. 537 demonstrates that by holding other factors constant, a unit improvement in strategic assets would result in 53.7 % increase on competitive advantage at G4S Kenya. This is reinforced by study done by Kyengo and Kilika (2017) on Strategic Assets, Competitive Capabilities and Firm Performance in Kenya which concluded that strategic assets are significant to competitive capabilities

and firm performance. The outcome also agrees with study by Kam (2009) on project management as a Strategic Asset that examined the characteristics of a strategic asset in project management and the processes companies use to develop and sustain the advantage. The study found that Strategic assets are vital to a firm's strategy and its competitive advantage position.

Finally, the findings in table 4.18 indicates that product differentiation had a beta coefficient of 0.512. The outcomes of the study shows that product differentiation positively and significantly influenced competitive advantage at G4S Kenya at p value < 0.05 level of significance. Thus, the beta coefficient of 0.512 indicates that by holding other explanatory variables constant, a unit improvement in product differentiation would result in 51.2% increase on competitive advantage at G4S Kenya. These findings are supported by study done by King'oo (2015) on the effect of differentiation strategy on market share of tea export firms in Kenya which concluded that the effect of differentiation strategies on market share of the firms was insignificant.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a detailed summary of the major findings, the conclusions that are drawn from these findings and the recommendations resulting and made from these conclusions. The findings are based on the research objectives.

5.2 Summary of Findings

The study aimed to establish the effect of strategic positioning on competitive advantage at G4S Kenya. The Summary as per the research objective. The first objective of the study sought to examine the effect of continuous improvement on competitive advantage at G4S Kenya. Descriptive results showed that the firm does benchmarking of services with other firms, there is continuous quality audit, systems improvement enhanced competitive advantage, competitive advantage is enhanced by continuous improvement with an overall mean of 3.853 indicating that continuous improvement has an important influence on competitive advantage at G4S. From inferential results, a significant correlation existed between continuous improvement and competitive advantage ($r = 0.761$) with regression results showing that continuous improvement positively and significantly influenced competitive advantage at G4S Kenya ($\beta_1 = 0.413$, $p\text{-value} = 0.038$).

The second objective of the study sought to determine the effect of strategic leadership on competitive advantage in G4S Kenya. Descriptive results indicated that there is leader member exchange within the organization, motivation of workers improves competitive advantage, there is a good spirit of followership in the firm and that strategic leadership enhances the competitive advantage of the firm with an overall mean score of 3.91. Correlation results showed that strategic leadership has a strong positive and significant association with competitive advantage at G4S Kenya ($r = 0.736$). Regression results also showed that strategic leadership positively and significantly influenced competitive advantage at G4S Kenya ($\beta_1 = 0.621$, $p\text{-value} = 0.002$).

The third objective sought to assess the effect of strategic assets on competitive advantage at G4S Kenya. From descriptive results, adequate financial resources enhance the competitive advantage, adequate human resource is key for sustaining competitive advantage in the firm, the firm has adequate infrastructure for smooth operations and competitive advantage is influenced by infrastructure of the firm whereby an overall mean of 3.880 is an indication that strategic assets have an important influence competitive advantage at G4 Kenya. Correlation analysis showed strategic assets had a positive and significant association with competitive advantage at G4S Kenya ($r = 0.654$). Regression results also showed that strategic assets positively and significantly influenced competitive advantage at G4S Kenya ($\beta_1 = 0.537$, $p\text{-value} = 0.021$).

The final objective determined the effect of product differentiation on competitive advantage at G4S Kenya. Descriptive results showed that the firm's services are unique as compared to competitors, rebranding is done from time to time, the services of the firm are efficient and effective and that product differentiation provides the firm with competitive advantage with the correlation of $r = 0.851$ suggesting product differentiation has a strong positive and significant association with competitive advantage.

5.3 Conclusion

Centered on the research findings, this study arrived with conclusions. Study concludes that employing continuous improvement has a favorable and significant impact on competitive advantage in G4S. In this regard, benchmarking of services with other firms, performing continuous quality audit and systems improvement would enhance competitive advantage at G4S Kenya. The study also concluded that employing strategic leadership would positively and significantly influence competitive advantage in G4S. Motivation of workers, having a good spirit of followership in the firm would boost strategic leadership to enhance competitive advantage in the company.

The study also concludes that employing strategic assets has positive and significant influence on competitive advantage in G4S. Adequate financial resources, adequate human resource and having satisfactory infrastructure for smooth operations would enhance competitive advantage at the company.

Lastly, the study concludes that employing product differentiation would positively and significantly influence competitive advantage at G4S Kenya. In this regard, designing services that are unique as compared to competitors, doing rebranding from time to time and enhancing efficiency and effectiveness of firm services would significantly improve competitive advantage

5.4 Recommendations

Centered on the objectives and findings of this Study, the following recommendations are made: The application of continuous improvement in the product and service innovation in the firm should be enhanced so as to continue having competitive edge in the service industry. G4S Should consider enhancing strategic leadership in key positions in the range of managers to the top leaders in order to make them aware of their roles in promoting and sustaining competitive advantage over the long term.

G4S should also consider investing more in intangible resources as they are more likely to be a source of sustained competitive advantage than tangible ones, these should not be 'locked' inside a business unit but should be available for reuse by other parts of firm wherever a potential use yielding higher returns can be identified. Regarding product differentiation, differentiation strategy should be built on product innovation or services that are perceived to be different from competitors.

5.5 Suggestions for Further Research

The study sought to investigate the effect of strategic positioning on competitive advantage at G4S Kenya. Nevertheless, the study cannot be used to generalize outcomes in other firms. The study recommends a further research be conducted in other security companies for comparison of results and generalization of results. A comparable study may also be carried out in counties to establish other than Nairobi County to establish whether the findings are similar as those generalized in this study. Explore on other factors influencing competitive advantage in Security companies

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APPENDICES

Appendix 1: Research License

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<p>This is to Certify that Mr. ANTONY JOHN SEMIYU of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: Strategic Positioning and Competitive Advantage at G4S Kenya for the period ending : 01/September/2021.</p>	
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Appendix II: Introduction Letter

Dear respondents,

Simiyu Anthony

P O BOX 00100

Nairobi.

Tel No: 0722160389

Ref: Research on the Effect of Strategic Positioning on Competitive Advantage at G4S

Kenya.

I am a student at Kenyatta University undertaking a Master's degree in Business Administration (MBA). Am conducting a research on, "the effect of strategic positioning on competitive advantage at G4S Kenya." as part of my course work.

You have been selected to participate in this research and therefore a request is made to you for assistance in filling accurately the questionnaire distributed. The information sought will be very valuable in the study being conducted. Answering the questions will take very minimal time and is meant for academic purposes only.

A promise is made to you that all information sought will be treated with utmost confidence.

Your participation is highly appreciated.

Yours sincerely

Simiyu Anthony

MBA, Kenyatta University

Appendix III: Questionnaire

This Questionnaire is aimed at collecting data required for a study titled '*Strategic Positioning and Competitive Advantage at G4s Kenya*'. Your participation in completing the Questionnaire is essential to this study and respondents are kindly requested to complete the Questionnaire. The information you provide will be used for academic purposes and will be treated with utmost confidentiality.

SECTION A: Demographic Information

1. What is your gender?

- a) Male []
- b) Female []

2. What is your highest level of education?

- a) Certificate/Diploma []
- b) Undergraduate []
- c) Masters []
- d) PHD []

3. What is your age bracket?

- a) 25 years and below []
- b) 26-35 years []
- c) 36-45 years []
- d) 46-50 years []

e) Above 50 years []

4. What is your level of management?

a) Top management []

b) Middle management []

c) Lower management []

SECTION B: Objectives of the Study

Key: 5 – Strongly Agree, 4 – Agree, 3 – Don't Know, 2 – Disagree and 1 – Strongly Disagree

(1) Continuous Improvement

1. Indicate the degree to which you agree on the statements regarding continuous improvement and competitive advantage

Statement	5	4	3	2	1
We do benchmarking of services with other firms					
There is continuous quality audit					
Systems improvement enhances competitive advantage					
Competitive advantage is enhanced by continuous improvement					

2. In your opinion, what else can be done to maintain continuous improvement of the company?

.....

(2) Strategic Leadership

1. Indicate the degree to which you agree on the statements regarding strategic leadership improvement and competitive advantage

Statement	5	4	3	2	1
There is leader member exchange within the organization					
Motivation of workers improves competitive advantage of the firm					
There is a good spirit of followership in the firm					
Strategic leadership enhances the competitive advantage of the firm					

2. What other practices could be utilized to enhance strategic leadership of the organization?

.....

(3) Strategic Assets

1. Indicate the degree to which you agree on the statements regarding strategic assets and competitive advantage

Statement	5	4	3	2	1
Adequate financial resources enhances the competitive advantage of the firm					
Adequate human resource is key for sustaining competitive advantage in the firm					
The firm has adequate infrastructure for smooth operations					
Competitive advantage is influenced by infrastructure of the firm					

2. In your opinion, are strategic assets important in enhancing competitive advantage of the company? Explain your answer.

.....

(4) Product Differentiation

1. Indicate the degree to which you agree on the statements regarding product differentiation and competitive advantage

Statement	5	4	3	2	1
Our services are unique as compared to competitors					
We do rebranding from time to time					
Our services are efficient and effective					
Product differentiation provides firms with competitive advantage					

2. What else can be done to enhance creation of new unique products and services by the company?

.....

(5) Competitive Advantage

Indicate the degree to which you agree on the statements regarding competitive advantage

Statement	5	4	3	2	1
Our firm controls a large market share					
The firm has superior performance as compared to competitors					
We have guidelines for achieving competitive advantage					
Various competitive strategies are employed by our firm					
Competitive advantage is achieved and sustained through strategic positioning					